FACTORS ADVANCING JOB PERFORMANCE AMONG STAFF IN NIGERIAN ACADEMIC LIBRARIES: A REVIEW OF LITERATURE

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Abstract

It is generally accepted that job performance of an employee has a mutually beneficial relationship between work, home, the individual and the organization. This review paper focused on factors advancing job performance among staff in Nigerian academic libraries. Those extrinsic motivational factors that could advance job performance among library personnel include: work environment; staff motivation; staff training; regular payment of salaries and wages; organizational politics; job satisfaction; and increased career advancement. Job performance is of great importance to both library staff and library management. For library staff to effectively perform their duties, the following extrinsic motivational factors should be put in place by the library management: job satisfaction, career advancement, increased job security, among others. The paper reviewed relevant literatures on each of the outlined factors to enable library staff know how each factor would boost their job performance *in their various libraries where they are saddled* with the task of providing relevant educational resources in meeting the information needs of readers. It concluded that it is expedient for the library management to seek and put in place those motivating factors that would improve the job performance of workers in the academic community. It was suggested among others that for the library authority should engage their staff on their duties and also create a reward system to motivate them. Besides, the institution management in conjunction with the libraries administrative should make provision for adequate training and well-equipped training facilities that will enhance training of the library staff.

Keywords: Job performance, library staff, academic libraries, Nigerian university

Introduction
Generally, job performance is the extent to which an individual accomplishes the activities that make up their job. It's about how effectively an employee carries out their role and contributes to the company's success. Job performance can be defined as an aggregate of employee behaviors that have some expected value to organizations (positive or negative). These behaviors can be classified into three broad classes: task performance, contextual performance, and counter productivity (Science Direct, 2025). Job performance is the measure at which output is produced as a result of the level of inputs given (Hashmi, Ameen, & Soroya, 2019), Job performance provides insights into the human psychology of work behaviours and factors

that motivates. Job performance consists of a set of employees' behaviours that are perceived to be in agreement with organizational goals that can be measured, monitored and assessed as an achievement at an individual level. The librarian's job performance is that aspect of work behaviour that is of relevance to the library's success (Obinna & Unegbu, 2019).

The researchers conceptualized job performance as how well an employee performs his/her Job duties and responsibilities in the organization. Job performance can be enhanced by various factors, such as: Work environment, Staff Training, Regular payment of salaries and wages, Organizational Politics and Job Satisfaction. Job performance is of great importance to both library staff and library management. For library staff, good job performance can lead to job satisfaction, career advancement, and increased job security. Additionally, good job performance can help build a positive reputation for the library, which can attract new customers and retain the existing ones. Job performance can lead to increased productivity, improved customer satisfaction, and a positive image for the library. On the other hand, poor job performance can lead to decreased productivity, low morale among staff, and a negative image for the library. Therefore, it is crucial for library management to encourage and support good job performance by providing training and development opportunities, performance feedback, and recognition for a job well done.

Academic libraries are libraries sited or established in the tertiary institutions of higher learning in order to cater for teaching, learning, research activities and meeting the information needs of both academicians, students, staff, research scholars and other information seekers within and outside the academic communities. In other words, every established tertiary institution must have a standard academic library to cater for its academic, information and research needs. Academic libraries can be classified into: University libraries, Polytechnic libraries, Colleges of Education libraries and Monotechnic libraries. "On available data, Nigeria has the largest single number of academic libraries in Africa at 815, representing 0.41 for every 100 000 people. While this is some way short of the global average (1.32), this is a third higher than the average for Africa (0.31). With more academic libraries tending to be associated with higher performance in publishing, this is a potential source of strength" (IFLA, 2025:1)

Literature Review

The literature review provides a framework for establishing the importance of the study as well as a benchmark for comparing the results with other findings. It relates a study to the larger, ongoing dialogue in the literature, filling in gaps and extending prior studies. In order to ascertain the effect of some relevant factors on the job performance among library staff, a number of books, previous research works and other available relevant materials were reviewed. The reviews of related literatures were carried out under the following headings:

Job Performance of Library Staff

In Nigerian academic libraries, Employee job performance refers to how well an employee performs the tasks and responsibilities assigned to them by their employer. It can be evaluated based on various factors, such as productivity, quality of work, attendance, communication skills, ability to meet deadlines, teamwork, creativity, and problem-solving skills. Evaluating library staff job performance is important for library management as it helps them identify areas where the library staff excel and where they may need improvement. Job performance are those activities which efficiently combine and use the actions of human resources, the processes that enhance knowledge, skills, commitment and flexibility of staff and managers and also the structure of work. Job performance help the library management make decisions about promotions, salary increases, and terminations. Job Performance on the part of staff is essential for the success of the organization.

Yaya (2019) revealed a high level of job satisfaction among librarians in public university libraries in Nigeria. The study concluded that contrary to general belief of low level of job satisfaction among librarians in university libraries it was however discovered that it was high. Japheth A. Yaya in the study recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved human capital development programmes that would increase job satisfaction of its workers. This depends on their knowledge, skills, and confidence in originating ideas as to how best to carry out the task of the job (Awogbami, 2021). Ikonne and Fajonyomn (2019) drove this point home further when they argued that in measuring the job performance of library staffs, the indicators to be considered include: professional practice,

contribution to the overall development of the library, ability to work with co-workers, punctuality at work, ability to attend promptly to request from client's communication skills and meeting minimum requirements for promotion that is research publication. Job performance of a library staff is determined by many factors such as standards, measurement, feedback, conditions, skills and knowledge, incentive and motivation, and capacity (Langevin, 2023). The author posited that effective leadership and management are essential to job performance. Leaders need to consider all seven factors when developing strategies to improve employee performance. By focusing on these factors, you can create a high-performance culture that drives success and growth for your organization.

Job Performance as a term has been described by many scholars; it is a word that has different meaning to different people. Job performance are actions and behaviours which promote and support the social environment for the improvement of in-role which engenders effective and high productivity. It is the discharge of statutory duties based on the library personnel field of specialization which is centered on the attainment of the library objectives (Ikonne & Fajonyomi, 2019). Job performance is influenced by both individual characteristics and situational factors. Individual characteristics include knowledge, skills, abilities, and personality traits, while situational factors comprise organizational culture, leadership, job design, and work environment. The authors emphasized the importance of considering both individual and situational factors when evaluating job performance. Job performance refers to the behaviors and outcomes produced by individuals in their work roles that contribute to organizational effectiveness. (Borman, 2019).

Job Performance Factors
The following extrinsic motivational factors could enhance job performance staff in any academic library especially the selected academic libraries in Ekiti State, Nigeria:

Work Environment
One of the most fundamental factors influencing employee performance in an organization is the working environment. In today's competitive corporate world, monetary benefits are insufficient to motivate employees to reach better levels of performance level (Torlak & Kuzey, 2029)Working environment

refers to the conditions, surroundings, and atmosphere in which individuals carry out their work activities. It encompasses various factors, including physical, social, psychological, and cultural aspects that influence an individual's experience in the workplace. The working environment can significantly impact employees' well-being, job satisfaction, productivity, and overall performance. Zhenjing et al (2022, p. n p) "indicated that a positive work environment had the power to improve employee performance. Similarly, a positive work environment also improved the employee commitment level and achievement-striving ability significantly. Both employee commitment and achievement-striving ability also improved employee performance. According to Raziq and Maulabakhsh (2015) as cited in Zhenjing et al (2022), the employees' performances are determined by their desire, willingness and readiness to complete their assigned jobs. Furthermore, if employees are willing and ready to accomplish their jobs, it is possible that their productivity will grow, which will contribute to improved performance. Awada et al (2022) noted that employees who are satisfied with their work environment are more likely to have positive work output. Working environment in libraries, encompassing supportive work cultures, well-designed physical spaces, and opportunities for professional development, can significantly benefit job performance among library staff. These factors contribute to increased motivation, job satisfaction, and productivity higher levels of productivity, contentment, and general job performance are fostered by a supportive work environment that is defined by enough resources, positive interpersonal interactions, a positive organizational culture, and well-designed physical spaces. A positive and healthy work environment are needed in the library operations as they foster effective teamwork and collaboration among employees. A healthy workplace is one where employees thrive in their work projects and feel fulfilled while also staying physically and mentally healthy. They're productive and feel supported, which leads to reduced absenteeism, illness, conflict, and, ultimately (Beaumont-Oates, 2023). When employees feel psychologically safe and encouraged to take risks, they are more likely to generate new ideas, problem-solve effectively, and contribute to the organization's success.

Staff Motivation

Motivation refers to the psychological force or driving factor that initiates, directs, and sustains an individual's behavior towards a particular goal or

objective. It is the inner state of arousal and energy that propels individuals to take action, persist in their efforts, and strive for success. Ahmad et al (2024, p. 7) "revealed that the organization is to develop a motivated labor force for the accomplishment of its objectives in the consistently developing business scene", there should be a recognizing and rewarding library staff for their achievements and contributions can significantly enhance motivation and job performance. Highly motivated employees benefit the company they work for in many ways. Employee motivation is directly linked to engagement, and when a worker is fully engaged in what they are doing, that's good news for the organization as they shall excel in their assigned tasks. On the other hand, if an employee is unmotivated, unhappy and not engaged, they don't feel enthusiastic about their work. There's even the risk of people becoming actively disengaged, which can lead to low job satisfaction and may lead to particular problems like lessened employee productivity (Business.com cited in Marquette University, 2022). Zeshan et al (2025) explained and determined the effect of rewards on employees' autonomy by investigating the mediating effect of enabling controls on their relationship. The study revealed a positive relationship between rewards and autonomy, mediated by enabling controls. Thus, granting library staff a certain degree of autonomy and decision-making authority can foster motivation and job performance. Providing library staff with work that aligns with their values and interests can equally enhance their motivation and job performance.

Staff Training

All library employees from the top management to the newest junior, must get training. It is crucial to keep in mind that training in some capacity will always be available in a successful library system, there is therefore the need to strengthen the staff with the modern techniques in the face of rapid technological changes. Staff development programmes is a process designed to improve job understanding, promote more effective job performance, and establish future goals for career growth. Staff development programmes help staff understand their responsibilities towards attainment of the goals, mission and vision statement of the library (Awogbami, Opele & Adeoye, 2021). The authors restated that Staff training involves every opportunity available to new and experienced staff. These activities are designed to improve the quality of service delivery and enable individuals to grow professionally. The authors further restated that the staff benefits from manpower training and development by acquiring the

knowledge required for efficient service delivery. Staff development programs should be created with the users and the library system in mind if they are to be long-lasting. Since technology and the expansion of electronic information now have a significant impact on society as a whole and libraries in particular, the environment of the library is changing. Manpower training and development is germane to effective information service delivery in the library. Challenges that affect the staff training: lack of time to attend training, inadequacy of staff, mismatch between training and needs (Kimaro et al, 2022).

Regular Payment of Salaries and Wages

According to Lawyer (2023), remuneration, wages and salaries refer to different concepts. While remuneration can cover wages and salaries, wages are generally associated with hourly pay rates. On the other hand, salaries are generally fixed annualized amounts that you pay either weekly, fortnightly or monthly. Paying remuneration, wages and salaries to an employee can be expressed as either gross pay (the total amount earned) or net pay (the gross amount less any relevant deductions such as income tax) Wages are a crucial component of individuals' income and play a significant role in determining their standard of living. Competitive wages and securities can attract and retain top talent in the job market. When organizations offer better compensation packages compared to their competitors, they can attract highly skilled and qualified individuals.

Moreover, payments of salaries and wages boosts the morale and it creates a sense of financial security for the employee in an organization. This, in turn, enhances their overall job satisfaction and commitment to their work. Lawyer (2023) reiterated that employers need to understand their obligations regarding any payments owed to their employees When library staff feel valued and compensated appropriately, they are more likely to invest their time and effort in their work. This increased work engagement translates into improved job performance, as employees become more proactive, innovative, and committed to achieving organizational goals (Garcia & Martinez, 2018)

Organizational Politics

Organizational politics refers to the informal power dynamics, networks, and influence tactics that exist within an organization. While organizational politics is often associated with negative connotations, it can have both positive and

negative effects on job performance. Jungwon and Keon-Hyung (2020, p.85) "explored how the perception of organizational politics affects the organizational performance and work attitudes including job satisfaction and organizational commitment of public employees". The author noted "that politics perceptions in organizations lower organizational commitment and individual performance". Kundi, Baruch and Ullah (2023) found that the perception of organizational politics enhances employee engagement and knowledge sharing. However, most studies, such as Khan et al (2018 as cited in Su & Xie, 2023), as well as Dappa, Bhatti and Aljarah (2019) indicated that organizational politics tends to decrease employee job engagement. A situation like this might make it difficult for library employees to collaborate, communicate, and share knowledge effectively. Productivity and performance decrease when workers are more preoccupied with managing political dynamics than with carrying out their assigned jobs. Organizational politics can improve employee motivation and goal-setting.

Job Satisfaction

According to Marnoto, Supardi and Soegiarto (2024), a robust and positive correlation between job satisfaction and employee performance, emphasizing the need for organizations to prioritize initiatives that cultivate positive work environments. Job performance is the quality and quantity of work output by employees in relation to the goals and expectations set by the organization" (Maurer, Weiss & Barbeite, 2018, p. 206). Cultivating an inclusive and diverse work environment fosters job satisfaction, creativity, and innovation among library staff (Riggio et al, 2020). Therefore, "job satisfaction has a huge impact on overall life quality involving social relationships, family connection and perceived health status, affecting job performances, work absenteeism and job turnover" (Montuori et al, 2022, p. 14214).

Increased Career Advancement

Career advancement refers to the progression and growth within an individual's professional career. It encompasses the development and attainment of higher-level positions, increased responsibilities, improved job satisfaction, and enhanced earning potential. Well-being offerings are increasingly important to organizations' talent outcomes like engagement and employee wellness (Gartner Research, 2021). Career advancement encompasses the actions and strategies individuals employ to enhance their career prospects, including acquiring new qualifications, networking, and

seeking promotions (Sullivan et al, 2018). Career advancement growth can help library staff to achieve motivation, goal-setting, skill development, responsibility, recognition, knowledge sharing, retention, and succession planning. Together, these elements will support enhanced job performance and the success of the library as a whole. Advancing in a career often involves acquiring new skills, knowledge, and experience, which can be achieved through various means such as promotions, lateral moves, additional education or training, professional certifications, networking, and building a strong track record of achievements. It may also involve taking on leadership roles, managing teams, or spearheading important projects. Career advancement is not limited to a linear path and can vary across different industries and organizations. Some individuals may focus on climbing the corporate ladder within a single company, while others may seek opportunities outside their current organization or even transition to a different field altogether. The definition of career advancement is subjective and can differ depending on an individual's goals, values, and aspirations.

Conclusion

The paper has succeeded in reviewing some relevant educational resources that dealt with various extrinsic motivational factors that would advance the job performance of library staff in the selected Nigerian academic libraries. Those factors that could advance job performance among library personnel include: work environment; staff motivation; staff training; regular payment of salaries and wages; organizational politics; job satisfaction; and increased career advancement. Hence, the suggestions that emanated from this study would be relevant to our local needs in Nigeria and beyond.

Suggestions

For the library staff to effectively perform their duties towards their users, the following vital areas should be carefully considered by the library management:

1. library authority should engage their staff on their duties and also create a reward system to motivate them;
2. institution management in conjunction with the libraries administrative should make provision for adequate training and well-equipped training facilities that will enhance training of the library staff;
3. seek and put in place those motivating factors that would improve job performance of workers in the academic community; and

4. there should be proper provision of technological tools for training of staff, maintenance of human and educational resources and provision of adequate working environment, so as to enable them discharge their duties effectively.

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